



Developing Leadership

Who? What? Where?



focusing on the current issues and building capability of people and organisations

Introduction

Developing Leadership—Who? What? Where? is intended to assist in the promotion of a broader understanding of leadership development issues in the public sector. It seeks to provide readers with a snapshot of current leadership development programs and other initiatives in a variety of Australian Public Service (APS) agencies. The resource was initially developed and co-sponsored by the Department of Defence and the Australian Public Service Commission (then PSMPC) as a result of the Developing Leadership Seminar held in September 2001.

One of the clear messages from the 2001 Developing Leadership Seminar, was the enthusiasm participants' had for case studies of leadership programs and more details about programs referred to during the Seminar. This updated volume will build on that information and provide contact points for those who want additional information.

The Leadership Development Network initiated by the APSC and supported by a number of other agencies, will continue to pursue the aims of the Seminar and to provide opportunities for interested agencies to pursue particular cases in more detail (including comments from those who participated in the programs described).

The 2003 Resource Guide has been updated by the Leadership, Learning and Development Group of the APSC, based on contributions from agencies who participated in the 2001 Developing Leadership Seminar together with other agencies who have expressed an interest in providing information on their current programs.

Other agencies who are interested in participating in this resource are encouraged to contact the Leadership, Learning and Development Group of the APSC on (02) 6271 6560.

Australian Public Service Commission

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Child Support Agency (CSA)

Background

Child Support Agency (CSA) Leaders have been developed and extensively engaged over several years to participate in building CSA's future. This has occurred at two levels:

- National, all leadership roles
- Regional leadership teams

We have achieved much having transformed nearly every aspect of our business.

Leadership development has been a focus in the CSA business plan over several years. Our efforts have shown a gradual increase in our leadership ability in our Corporate Health studies. For this reason it continues to remain a focus in our business plan for 2003- 2004.

In 2003-2004 we are concentrating on designing a leadership development framework that primarily focuses on Client Service Leadership. It will encompass our current development programs and bridge identified gaps.

Capability Framework

CSA's capability framework specifies the leadership behaviours expected of all staff in CSA. Performance Management and Advancement Processes have been designed around demonstrating these capabilities. Our capability framework will form the basis of our leadership development framework.

Current Development Programs

National Leadership Development Products

Business and Learning Forum

Aim: To enhance business outcomes by shaping and building the CSA senior leadership capabilities to respond to the organisation's future needs.

Target Participants: Focused on all senior staff EL2s and above.

The Program: The Business and Learning Forum is held twice a year and consists of a range of business and learning focused content aligned to current organisational needs.

CSA Leadership Conference

Aim: To bring together all leadership teams in CSA to craft the next phase in CSA's journey to achieve excellence in service to the community and to separated parents. To develop key responses to managing these critical issues to be implemented at the national, regional and team level of CSA.

Target Participants: All CSO6s and above

The Program: In May 2003 our first conference was aimed at;

- building a shared understanding of CSA's aspirations for the future
- identifying the critical issues impacting on our capacity as an organisation to deliver on our future aspirations and;
- developing key responses to managing these critical issues to be implemented at the national, regional and team level of CSA.

Team Leadership Development Programs

Aim: To develop competent and confident team leaders, coaches and other potential team leaders who are able to maximise their teams' contribution to CSA business.

Target Participants: The program is targeted at new or inexperienced team leaders, coaches and other potential team leaders.

The Program: The program is made up of stand alone modules that cover:

- What CSA expects of its leaders—an introductory module presented by the General Manager that defines CSA's expectations of team leaders in terms of understanding strategic direction and leading people to achieve business outcomes.
- Giving honest feedback focuses on individual differences and giving honest feedback.
- Advancement for Team Leaders
- Using the EP process to improve team members' performance.
- Decision Making considers Legal, Ethical, Overt, Natural Justice, Equity and Sensible aspects of decision making
- Managing Change
- Managing for Maximum Performance
- Optimising Flexible Working Arrangements
- Managing Leave
- Managing Probation
- Workplace Relations

Business Coaching

Aim: To provide client service officers one on one leadership and support to build their capabilities across CSA's four capabilities Quality Client Service, Working with Others, Achieving Results and Corporate Values. It is aimed at building client service leadership amongst client service officers.

Target Participants: APS5 Coaches coaching all client service officers (APS3, APS4).

The Program: Formal and informal coaching sessions are individually designed for client service officers, based around identified national, regional, stream and individual needs. All formal coaching is evaluated and outcomes measured.

Graduate Program

Aim: To develop leaders of the future who have a good understanding of CSA's corporate objectives and business directions as well as a detailed knowledge of our core business. To build on each graduate's personal effectiveness to enable graduates to influence cultural change throughout CSA.

Target Participants: Participants are selected through an internal selection process of high performing staff generally APS3s to APS6s and an external recruitment campaign.

The Program: The main elements of the graduate program include

- 3 work placements in 3 different core business areas of CSA
- Formal learning through a Graduate Certificate in Public Administration tailored for CSA through the University of Canberra.
- A mentoring program

Regional Leadership Development Products

Leadership programs as part of regional development programs are run separately by each region. Programs generally consist of cascaded Business and Learning Forum Material, Team leader development modules and other material has identified as a regional need.

Contacts

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